

*Graham Cox Presents...*



# **An Interview with Marketing Star**



## **Lee McIntyre**

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**This interview was conducted by phone in Autumn 2007**

GC: Welcome, everybody. My guest is Lee McIntyre, who is a former schoolteacher from the northwest of England in the U.K. and he's made a big splash in the Internet marketing field over the last year or so. He is currently selling info products on eBay in the teaching niche.

He's made rapid progress in 2007, launching several new products including his product creation membership site, [Standing Start Profits](#), and his latest product which is an e-book called [Auction Secret Profits](#). Lee McIntyre, thanks very much for joining us.

LM: Hi, Graham. Thanks very much for having me. It's a pleasure.

GC: It's great to have you. I'd like to go through some questions which hopefully our listeners will find useful with trying to build a business in eBay or just online generally. For people who haven't heard much about you, would you mind telling us a little about your background and how long you've been online, also how you got to where you are now in your marketing career?

LM: Absolutely. I've not actually been online very long at all. It was maybe 15 months ago when I started my very first Internet business. I remember I was on holiday with my girlfriend at the time. We decided we wanted to try and start up a business, but didn't know what we wanted to do. Setting up an online business seemed like the logical thing to do considering the skills we had.

We're both teachers. We came back to England and thought about setting up a shop selling teaching materials. We had a look around one night and found there's a market for these kinds of products and found there were some people already selling them on eBay. We stayed up for two days—it was during the holidays at the time. We had a shop created in no time at all and went from there, really.

GC: How did you go about researching the market for teaching products? How did you come to realize there was a market? Was it obvious to you, or weren't many people selling these products on eBay

and you thought there would be a gap in the market there?

LM: I was obviously really new at the time so I probably didn't do all of the research I should have done. From my own personal experience, I felt as a teacher that there were a lot of resources being sold to schools specifically, but we thought there was a real gap in terms of selling resources to individual teachers.

We just had a look on eBay and spoke to some of our friends and we could see that there was a market and these kinds of products were being sold. From the limited research we did and just speaking to our friends who were teachers, we saw a demand for these kinds of products.

GC: Were the products you created yourself and were selling on eBay e-books?

LM: They weren't e-books as such. I've got to be careful in terms of how much I give away because I haven't actually told people the identity of the store because if I did that I'd get lots of competition, obviously. It was teaching resources—mainly PDFs, things like posters, printable worksheets—things that teachers could use in their classrooms.

We created them all from scratch. When we had the idea, we sat up all night, researched, and came up with lots of ideas. My girlfriend and I actually sat at the computer for two days and made lots of resources. It went from there. At the time, now that I look back on it, it was rubbish compared to what I'm doing now.

GC: Sure, but you've got to start somewhere, haven't you? I supposed the main thing is that you took action, which is a huge factor in being successful. You have to take the leap of faith, take action, and believe in yourself. You showed there that you spent two nights creating your products.

You obviously felt strongly about it and realized you could do something online. What happened once you started selling these products? How did things go at first?

LM: For the first few months, it went quite well. It was during the holidays at the time and the demand for the products we were selling seemed to be quite seasonal. We sold quite a lot. After that, I got into the Internet marketing niche and knew I wanted to sell other kinds of products and expand my business.

I think I entered in to that learning cycle, which a lot of beginners do when they start off trying to market online. In the end, I ended up spending all the money I earned from the teaching shop, buying information products. It really took my attention away from the eBay shop for a long period of time.

It was kind of taking over, making nice enough money, pretty average. But we were re-investing all of the money, trying to set up new businesses. It was a really long struggle. It was only around March or April 2007 when we created the [Auction Profits Unleashed](#) system, which was where I taught the eBay stuff and used that as one step in the marketing process.

The main end was not just to sell the teaching resources, it was to upsell people to premium products and build a list at the same time. It was when we got to that point that the business took off again.

GC: So you created [Auction Profits Unleashed](#), which was an e-book, and you were driving traffic to the sales page from your eBay listings? Were there other methods involved as well?

LM: What we actually did, about three months before Auction Profits Unleashed was released, was we were selling individual teaching resources on eBay and we used the traffic from those sales of the teaching resources and pulled it to a premium teaching resource product, which was really successful.

It was about two months after that when I actually wrote Auction Profits Unleashed. That was detailing how I'd done this in the teaching niche and educating people about how they could do the same.

GC: Was that to do with creating viral e-books, or how did you generate the volume of traffic you needed to make it a success? Was it the fact that you had a dominant position in the teaching niche that allowed you to redirect that traffic to “Auction Profits Unleashed”?

LM: We weren't actually redirecting traffic from the teaching niche to [Auction Profits Unleashed](#). That traffic was being redirected to a bundle of premium teaching resources. We were selling individual resources and then once they bought that, we said to people, “For a fraction amount, you can buy 100 resources,” and that was really successful.

We didn't actually have a lot of auctions going on at the time. We found out that by cutting the number of auctions, we could make more money because we were selling less on eBay, but we were getting more visits of value and a lot of those customers went on to spend \$97 with us for a premium pack. We could sell less on eBay but make a lot more money.

Competitors were selling products at five or six pounds and we were able to sell our products for two or three pounds. We were losing money there, but then when people bought the products, we were upselling them and that's how we made our money.

GC: I see. I guess your competitors didn't like the fact that you were undercutting them in that sense, but you were still making much more money than them and building your list at the same time. You must have felt pretty good about that.

LM: Absolutely. It was great. I think a lot of our competitors got really ruffled by it. In the niche we were in at the time, there was a status quo there and people really didn't like it. A lot of people didn't even understand how we were doing it. They thought, “They're selling products on eBay for half of what we're selling them for. How are they doing that?”

Some people didn't realize that we offered the upsell. Once people bought the cheap products on eBay, if they didn't buy the premium pack, they went into an autoresponder where they'd be offered the big pack week after week.

GC: You're offering them a second bite at the cherry, so to speak.

LM: Right. By the time we actually documented all of this in [Auction Profits Unleashed](#), by the time we wrote about it, it was completely hands-off. The listings went around eBay by themselves. People bought the products, then got presented with the upsell.

If they didn't buy, they went into an autoresponder sequence which pre-sold them on the upsell. We had to do nothing. We made \$97 sales simply by the volume of traffic which was generated by eBay and then pushed into this funnel. It was really good.

GC: That sounds fantastic. For people who are new to Internet marketing and perhaps don't understand the processes involved, you're basically selling cheaper products and then upsell them to more expensive ones, but you're also trying to get them onto your list at the same time. How did you go about getting people onto the list? What did you offer them if they didn't buy the upsell?

LM: We sold the products through eBay and then delivered them digitally using [DLGuard](#), which is a great product that I highly recommend. On the download page, we had a headline saying, "Thank you very much for your purchase."

Above the actual "download" icon, we had a little dotted red line which contained an opt-in box that offered people free upgrades for life. We had about 90% opt-in by doing that. I tested it, tweaked it and changed it a little bit but the free upgrade for life was the one we settled on.

GC: That's a great tactic. You're saying to opt in and get free upgrades on the relatively inexpensive product they bought and you had a 90% take-up on that?

LM: Yes, I think it was around there. In [Auction Profits Unleashed](#) there's a screen shot that shows the exact download page so you could mimic it for yourself as well.

GC: That sounds like a really good technique for getting people onto your list. How many messages did you have preloaded in the autoresponder sequence, getting them to buy the premium package?

LM: I think we had about 12 messages, but they weren't all upselling. We started off by giving them content and free resources. But the number of people who opted out of that list because they bought the premium product was quite high, so it did quite well.

GC: It's important to build a relationship with your list, so your doing that was giving people on your list free content. Did you mix and match the emails you sent out, trying to sell them further products or was there always some sort of free content within those emails? How did you balance that?

LM: With the Internet marketing niche, with my [Lee-McIntyre.com](http://Lee-McIntyre.com) newsletter, if you subscribe to that, you'll see that I always try to give lots of content and keep the promotional emails to a minimum. I think we are a bit more promotional with the other emails. Again, it was very much a learning curve for me.

Now that I reflect back on it, I think that maybe I did push a little bit too much with the promotional emails, but the sole focus at the time was just to get people to buy the premium product. I really wasn't thinking long term in terms of keeping my subscribers responsive by selling subsequent products. That's definitely something I would change if I went back again and did the same thing.

GC: That's something I've found, is building a relationship with your list is one thing, but you need to be able to keep them warm and responsive. How important would you say it is to build a strong relationship with your list? Do you mainly go about that with plenty of good, free content?

LM: Absolutely. It's of crucial importance. I know it's a cliché when people say "the money's in the list," but it really is true. If you want to maximize your profit, everything you do online should be with a view to

building a list. Every action, pretty much, that I do now is with a view to bringing people into my marketing funnel so I can give them good content and subsequently sell products to them.

That's really where the money is made. It's important that you don't try and sell too much. What I try to do with my [Lee-McIntyre.com](http://Lee-McIntyre.com) newsletter is give the good content, build a relationship with people. If you give good content first and then try to sell second, you'll get a much more responsive list.

GC: Sure. That's a good tip, that you need to give something first to your visitors so they like you and want to keep reading your newsletters, and then they'll be responsive when you do make an offer to them. You mentioned visitor value. Do you test and track your online results? If you do, which software do you use?

LM: I test specific areas of my business very thoroughly and there are other areas which I don't test at all. That's something I need to work on. I test the areas that I'm interested in, and then other areas I'm not so thrilled about, so I'm pretty rubbish at keeping on top of them.

GC: It is difficult, isn't it? It's one of those things where I guess it depends on what sort of personality type you are. It's not my strong suit either, but it's essential to do to improve your results.

LM: Absolutely. I'm using a brilliant free tool called [Google Analytics](https://www.google.com/analytics/) at the moment and one of the things I do test a lot is my opt-in rate, so I'm always looking at the conversion ratios of my squeeze pages and what percentage of people are and are not opting in. That's crucial because the difference between 20% of the people opting in to your list and 30%, over the course of six months could be massive, so it's really important to keep an eye on those metrics.

GC: That's a good point because those extra few subscribers per day really do build up. What would you typically aim for on a squeeze page as an acceptable opt-in rate? How often would you change and tweak your squeeze pages to try and improve the opt-in rate?

LM: At [Lee-McIntyre.com](http://Lee-McIntyre.com), the first page used to be a squeeze page with a welcoming video. That converted about 32% and I was really happy with that.

GC: That's really good, yes.

LM: I've now replaced that with [LeeMcIntyreNewsletter.com](http://LeeMcIntyreNewsletter.com), which is a text-based squeeze page and that's converting at 22%, which is a massive decrease from before. I'm going to make another video tomorrow because I want to get it back to 32%. I don't know how I managed to lose 10%.

GC: I've not done a video squeeze page, but perhaps that's testimony to how powerful that can be to pull in subscribers. That's interesting that you're testing and changing your opt-in pages. I guess that's something to monitor for any marketer. You've got to keep a close eye on that.

LM: Your opt-in rate is crucial.

GC: Yes. Apart from eBay, what other traffic sources have you used?

LM: If I reflected on it, the biggest source of traffic would be joint ventures. They can be instant traffic. If you go to a marketer who's got a massive list, you strike a deal with that marketer, he sends an email to his newsletter and those people who receive the email go to your website, you can have a massive flood of traffic from very little effort.

I've got some friends who spend all of their time on search engine work and submitting articles, and that can work, but there's nothing in my mind that gives you an instant flood of traffic for a minimum amount of work than getting out there and trying to strike joint ventures. That's where I get most of my traffic from at the moment.

Viral e-books generate a lot of traffic for me as well, but joint ventures are definitely the number-one source.

GC: Have you got any particular tactics for approaching JV partners? I guess now that you're quite well established in the market, JV partners are probably flocking to you, but initially when you were lesser known, was it just a case of contacting those people and saying, "I've got a product. Would you take a look at it and possibly promote it for me?"

LM: Yes, pretty much. When I released [Auction Profits Unleashed](#), I was new in the Internet marketing niche and nobody knew me, but I aimed really high and I think that's important. Aim high with the people you contact. With that product, I contacted Dr. Mani, Sara Brown, John Thornhill, Jim Cockrum.

GC: Yes, some big names.

LM: At the time people thought I was crazy by contacting those kinds of people, but I think the tendency when you first start is to think, "I can't contact these people. They'll never want to promote my product." The second thing is, when you're approaching these kind of marketers, joint ventures need to be on a reciprocal basis.

Say I was contacting Jim Cockrum, for example. He's not going to want to promote my product unless I can promote his product in return, but as a beginner I really wasn't in a position to do that. You can still make it reciprocal by offering his subscribers a discount and that was really the key.

I couldn't promote Jim's product in return but I could say to him, "This product is going to sell for \$47 in [ClickBank](#). How would you like to offer it to your subscribers for \$17?"

GC: That's a great tip. He jumped on it, did he?

LM: Oh, absolutely, yes. He runs a newsletter so he wants to keep his subscribers happy and add value to his newsletter and by offering a discount, that's a nice way for you as a beginner to reciprocate on a joint venture.

I replicated that process with others like John Thornhill, Dr. Mani and Sara Brown because I wasn't in a position to promote their products. I offered them this exclusive discount and from that point of view, they were offering the product with a great sales pitch and great testimonials.

GC: At what point did you start thinking that this was something you could do full time?

LM: I think it's been for the past year. If I'm honest, I've been laying awake at night and have been wishing this is what I could do full time. I've been occupied with it for a long time now and I didn't really think it would ever happen, and I'm sure a lot of your listeners can understand that.

You have all this hope and expectation, maybe some disappointment and you might think, "Maybe it's not going to happen." When I released Auction Profits Unleashed, it was unlike anything I'd seen with the sales that came in and the feedback.

GC: It must have been a great feeling when you saw that you were finally getting the sales coming in.

LM: I think the first moment when I thought, "Maybe this is something I can really do," was when I promoted John Thornhill's "Mentorship Monthly." I've not, at this point, promoted any external products at all. I'd not promoted for any other marketer, but he sent me an email saying that he was going to launch this "Mentorship Monthly," would I have a look at the product and would I consider promoting it?

I was delighted because as a complete newbie, even though I just released "Auction Profits Unleashed," I had 600 people on my list and had sold 600 copies of [Auction Profits Unleashed](#). I thought, "Okay. It's a good product. I'll promote it." I was going out for dinner with my granddad on his birthday. I sent out the email at 6:00 when the product launched.

I didn't really expect anything because my list was only 600 and I

was up against marketers with lists of tens of thousands. When I came back, there was order after order after order in the inbox. It was incredible! I couldn't believe it. I didn't expect that many orders from a list of 600 people.

The next day I had a JV update, which is where all the JV partners get ranked depending on who sold the most and I think I was in second place after day one, which was incredible.

GC: Yes, that is incredible and very impressive. It also goes to show that you had a super-responsive list. How did you keep the list so responsive? Was it the newsletter content?

LM: I think the key is to think of your subscribers as individuals rather than as numbers. I know that sounds so cliché, but it's true. You hear so many people on the Internet talk about the statistics, but they don't actually think about the people who are receiving the email. I always try to imagine that the people on my newsletter are real people. With that in mind, I always make sure that I send really good email.

I only promote good, solid products as well. For example, a lot of products launch every week and I usually get invited to take part in most of them, but as a general rule I don't because even though I could get big commissions by doing so, I feel that the people on my list are looking for more simple how-to information that is a good value. So I generally decline the big launches and offer smaller products which offer real value and I think my subscribers really appreciate that.

GC: Do you feel that there will be less competition as well? As you said, a lot of the marketers will go for the big-name product launches, but there's obviously a great deal of competition on those, whereas you've probably got a more clear sale on the lesser-known products which often offer better value anyway.

LM: You're absolutely right. If you promote the bigger products and the big launches, you've got more competition, but obviously as well you're going to get bigger commissions because they're packaged in a way that they will have high conversions. But I really think that if you position yourself to be different from the crowd and offer different

content and different kinds of products, there's a whole opportunity there waiting for you.

So many marketers come in to the business and try to be carbon copies of Mike Filsaime or John Reese and those are great guys, but there are only so many versions of those kinds of markets you can have. If you try to turn it on its head a little bit and promote other products which other people haven't promoted, there's a massive opportunity.

I'll give you an example. James Penn has got a product called [Short Report Profits](#), and he had it out for about six or seven months at the same time there were lots of big launches going on. I sent an email to 1,200 people at the time, just a few months ago, and just the one email generated about \$1,100 in sales in one day, which was incredible.

I was happy because I'd offered a discount to my list. It was a really good product so I was giving really good content to my list. I got loads of good feedback from my subscribers and we made loads of money as well. It just goes to show that maybe if I'd promoted the big products, that wouldn't have been the case.

GC: That's amazing. From that point, you're obviously now doing very well online. When did you actually go full-time online? You were a teacher, weren't you? Did you just recently give up your teaching job?

LM: Yes, it's been a few weeks ago, actually. I left my previous teaching job at the end of the last academic year which was the end of July. I had a part-time job lined up for September, but after some negotiations at the school, I decided that I'm going to reduce my hours. I'm still going to the school to do some voluntary work but I'm online pretty much full time now.

It does take a big adjustment actually and that's the side of things you never really see. It's a big adjustment going from working with lots of kids every day and having lots of contact with lots of teachers to working by yourself during the day. It's a big change.

GC: I imagine that is a big change. How do you find working from home during the hours when you'd typically be at the school teaching? Do you break up the day? Do you go out and meet other marketers? How are you structuring your online business now that you're full time?

LM: I try and build in as much structure as I can, otherwise I'd end up watching Sky Sports News all day! My girlfriend is still a teacher and she gets up about ten past six to get ready and go to school, so I try and get up about the same time, although I've been lying there later this week. I usually try and get to my desk at 7:00 and work most of the morning.

I work really long hours, generally until about 12:00, maybe take an hour off at lunch time and then work from 1:00 to 6:00. It is a long day and it is hard, but the rewards are great for doing that.

GC: That's interesting—now that you're full time, you can't rest on your laurels—you're still working very hard at it.

LM: It is hard work and it is difficult but one thing I really enjoy is when I meet my friends after they've been in the office all day. Sometimes we'll go down to the pub and they'll be complaining about their boss or frustrated with office politics. I haven't had a shave and I'm in my scruffy jeans.

GC: That must feel very good, indeed. How much do you outsource your work, if at all? If you do outsource, has it been a factor in your success?

LM: When I first started, I tried to do everything myself, including the graphics. If you looked back at some of my old graphics from the teaching stuff, it's terrible, really bad. The first thing I outsourced when I got into the Internet marketing niche was the graphics. The price you pay for professional graphics has a massive impact on the conversion ratios of your products.

Even if you're only driving a small amount of traffic, the investment of \$97, if you've got that kind of cash flow available, even on a mini

site, it pays for itself over and over again. Other things I've tried to outsource are things like articles. I'm still trying to get the systems perfected, but I've got a person who writes articles for me and then submits them to the directories. That works really well.

I've got someone now called Bev who is fantastic. She answers all of my support emails, which makes a big difference as well. I think hiring her has been the biggest outsourcing success because now during the day, I'm free to concentrate on coming up with ideas on writing and marketing my new book. I'm free from the worry that someone's not got the download link or there's a problem. I know that she's taking care of it.

GC: I can imagine that must be a big relief. Then you're working on your business rather than in your business. I sell e-books on eBay and that's something that I haven't outsourced yet simply because I don't have the volume to do that but that does take about an hour or more each day, sending out emails to people who need help. That time would be nice to free up. I guess it allows you to work on new products and ideas as well.

LM: Yes. The investment, the money I have to pay to Bev, I've earned that back several times over. It's strange that I save about an hour or an hour and a half from answering support emails, but I feel like I've gained back more time than that. Previously I'd sit by my computer and I found myself sometimes refreshing my email screen, waiting for problems to come up.

Now I know she's going to handle them. She's very attentive and brilliant at her job. We've got a great system set up now. Any personal emails still get filtered through to me and I still get tons of them, but rather than me sitting by my computer and checking them throughout the day, she'll filter them and send them at the end of the day. I check them the last thing I do before I go to bed.

GC: That sounds like a very good plan. That's something I fall into is sitting by my computer in the morning and the first thing I do is check my email. Then rather than get into the work I should be doing, I will end up answering emails and going off on tangents. I think that's a great tip, to perhaps try and structure your emails for the end of the day

so you can get stuff done and make progress more quickly.

LM: If you're checking your emails all the time, in this industry, people are trying to market to you the whole time and that's the difficult element. You read newsletters and click on a link, and then you'll go off and buy another product and before you know it, half of your day is gone.

GC: That makes a lot of sense. Do you write your own sales copy or do you outsource that?

LM: I do all of my own copy. I've got a bit of a love/hate thing going on with it. I dislike doing it while I'm in the process but once I've finished it, I do take a lot of pride in it and it gives me a lot of satisfaction, knowing that it's completed. I think it's something I might outsource in the future because I do find it quite time and labor intensive.

GC: It's an impressive skill, probably the most fundamental skill marketing online. It's certainly not something I'm particularly strong on. It's great that you have the ability to at least write your own copy. For someone new to Internet marketing, what would be the single, most important piece of advice you would give them?

LM: Be different. I think that's key. So many people come online and try to be carbon copies of other people. They'll read other people's newsletters and see how they market their products and basically they try to follow their whole process and duplicate it.

That works to an extent, but you can have the biggest amount of success in the fastest amount of time if you just try and be different. Try and brand yourself in a way that's different from the other marketers. Try and make subtle differences and try to be an independent thinker as well.

When I had the greatest amount of success was when I went from the period of time when I was actually buying information products to making the transition to selling the information products. I tried to be an independent thinker and stopped trying to copy what everybody else

was saying. When I came up with my own ideas and tried to be my own person, I had the biggest success.

GC: That's something I think is easy to forget. You're bombarded with so many emails and marketing messages each day, it's very easy to fall into the trap of following who you think are the successful people online. If you don't market yourself to be different, you're just going to blend in with the crowd, so I think that's a great point you've made there.

LM: It goes back to promoting the different kinds of products as well. If people see you as somebody who promotes maybe cheaper products that are full of value rather than the high-end, high-ticket products, that's how you can brand yourself too.

GC: That's a good point. Recently I noticed that you brought out your membership site, [Standing Start Profits](#). Could you tell us a little bit about that and how that fits in with your other e-books in terms of the marketing system?

LM: This is probably the proudest thing I've done online. It's basically like an online, private mentoring community. We've got loads of different videos and interviews with different marketers. We've got a private mentoring forum where people come online and ask me any kind of questions they want and I do my best to answer them.

I think the best part about [Standing Start Profits](#) is that the members on the inside are actually taking action and following the advice I'm giving them and following the advice of the other community members as well. We've already had loads of JVs struck in there, which has grossed thousands of dollars already. People have actually produced books on the basis of the advice other members have given them.

GC: It must make you very proud that you've had that influence and people have learned from what you've been teaching. Now there's that community that's pushing each other on and starting to see results. That must be a great feeling.

LM: Yes, it's tremendous. One guy called Keith Purkiss has just released his [first report](#). His sales pitch when he first joined the site (and I'm sure he won't mind me saying this) was just dreadful. We all gave him lots of advice, he changed it month by month, and he just got a JV with John Thornhill and he sold a good number of copies within a week. So that's a great feeling, just knowing that you've done that on the back of the site.

GC: That is really impressive. That's an ongoing membership site. Finally, where do you see yourself going, say, in the next year? Have you got more product launches in the pipeline?

LM: At the moment, with the products in relation to the Internet marketing niche, I quite like doing the mini-launch method, whereby I'll write a really good, quality product, promote it to my list, get a few JV partners on board as well and give good content that way. I'm less interested with doing one of the big-set launches which you see a lot of.

I just don't feel that those products with the big price tags offer the kind of content and value that people really want online. I think people are cynical to that kind of model. I'm kind of looking at releasing a few information products over the next few months which give lots of content and give something back.

They're low-end products—lots of value but don't cost a lot of money. I'm also working on creating products in different niches as well with a couple of friends of mine from the offline world. I'll see what happens there, but I've got high hopes for that as well.

GC: That's interesting. I see Russell Brunson had a free marketing report last week talking about the same thing, doing offline marketing and not falling into the trap of thinking you just have to sell products online.

LM: When you've got the skills, once you get to the stage where you can sell products online, the world looks like a different place than it did before; it certainly does for me. Now everywhere I look, whether it's in the local newspaper or a national press, I can see opportunities now just by applying the skills I've learned online and taking them offline. It's something I'm looking forward to and am quite excited to do as

well.

GC: That sounds great. This has been absolutely brilliant. Lee, thank you for giving me your time this evening. I know you're very busy. It's been a privilege to have you on the line. Thank you so much for all of your advice and tips. I'm sure the listeners will find it extremely useful and hopefully they'll make some progress, having taken on board what you've had to say. Thanks very much indeed.

LM: Thanks very much, Graham. It really was a pleasure, so thanks very much for inviting me.

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